State of Washington
Human Resource Management Report

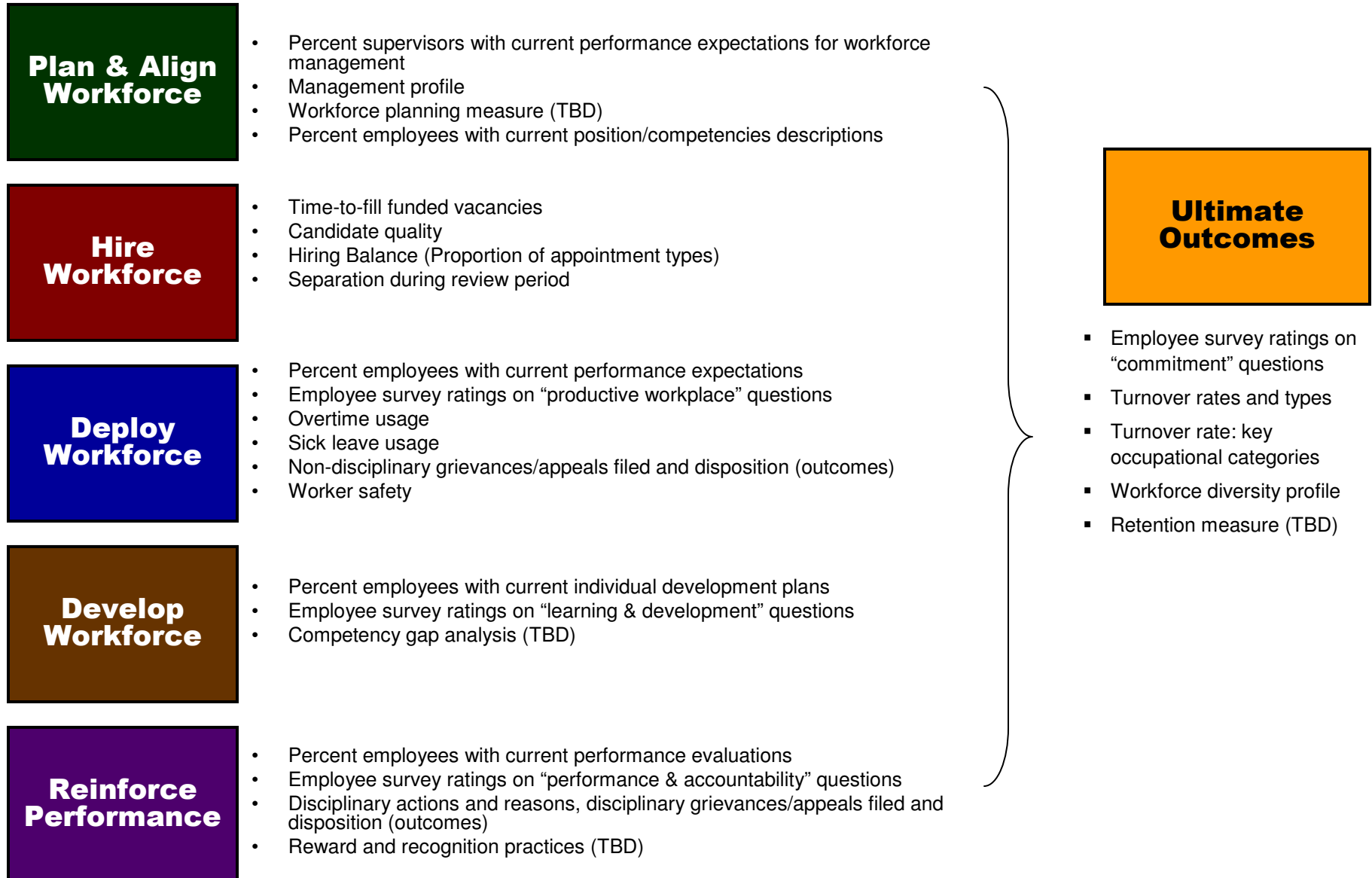|	Plan & Align Workforce	
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	
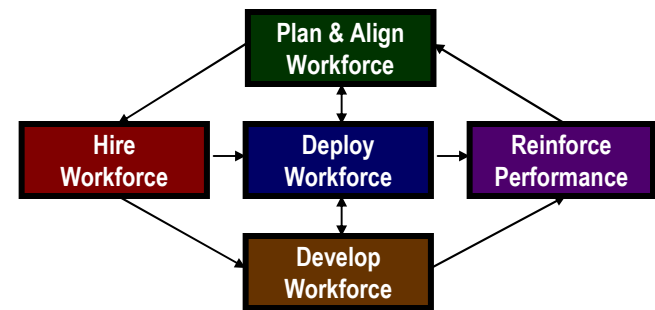
Washington State Patrol

October 2007

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & performance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**

Employees are committed to the work they do & the goals of the organization

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success |
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in development opportunities & seek to learn.	Employees have competencies for present job & career advancement	Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

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Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

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Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations – WSP

Percent supervisors with current performance expectations for workforce management = 100%*

*Based on **313** of **313** reported number of supervisors

The Chief of the Washington State Patrol continues to provide each agency supervisor/manager with performance expectations. The number reflected above includes General Service, WMS and Commissioned personnel.

Analysis:

- Managers/supervisors understand what is required in order to fulfill expected workforce management accountabilities.

- This expectation is understood by way of a directive given by the Chief in addition to those measures outlined in the agency's strategic plan and specific strategies outlined within each division's plan.

- Supervisors/managers are continually reminded of expectations by way of the agency's strategic advancement forum, ongoing feedback, agency Daily Bulletin, Annual Employee Checklist, and other correspondence.

Action Steps:

- Continued communication of expectations ensures all new supervisors/managers are made aware of current and future expectations.

- Continued distribution of directives agency-wide to all current and new supervisors and managers.

- Spring 2007, the agency provided a one-day annual leadership conference for all employees at the manager and executive levels.

- During the next reporting period, the agency will provide a 3 week leadership course for supervisor and manager levels agency-wide.

Data as of **06/2007**
Source: **Agency Tracked**

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount = 60

Percent of agency workforce that are WMS = 5.7% (based on GS workforce of 1053)

Managers* Headcount = 123

Percent of agency workforce that are Managers* = 5.8%

* Of total workforce designated as "Manager": **2,108** (reflects GS=**1053** + Exempt=**27** + Commissioned = **1028**)

Washington Management Service Headcount Trend

Pie chart:
- Consultant 8%
- Policy 53%
- Management 37%
- Not assigned 2%
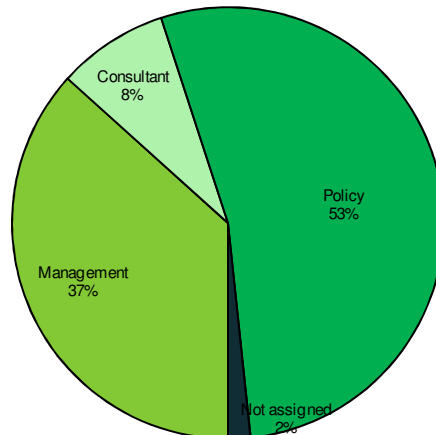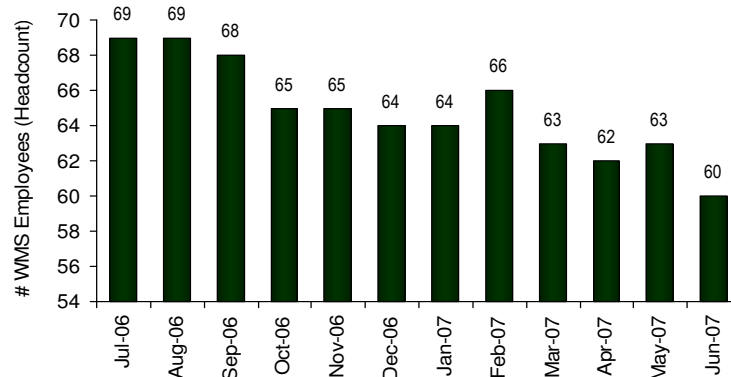
WMS:
Management	**22**
Consultant	**5**
Policy	**32**
Not Assigned	**1**

Analysis:

- Agency executive management defined and aligned positions within WMS to determine which positions functioned more as a "manager" or "consultant" or "policy maker".

- The agency continues to monitor WMS positions to determine if each position, vacant and filled, is still appropriately allocated within WMS.

- During this reporting period, the agency reallocated 4 positions from WMS to classified service.

Action Steps:

- The agency will continue to review and analyze positions to determine if they remain appropriate within WMS.

- Continued communication with DOP regarding classification and compensation needs will assist with alternative solutions for position allocations.

Data as of: **06/2007**
Source: **BW and Agency Tracked**

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Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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Percent employees with current position/competency descriptions = 74%*

*Based on **1,053** employee count. Applies to employees in permanent positions, both WMS & GS; excludes Commissioned and Exempt.

*The percentage represents those PDFs that have been updated for permanent filled General Service and WMS positions.

NOTE: Although the information represented in this slide does not reflect data for commissioned personnel, all commissioned staff are provided with the competencies and skills each is required to perform while on duty.

Analysis:

- The agency continues to communicate the importance of establishing position competencies and outlining position requirements to its supervisors.

- Communication includes relaying the need to review and/or update position descriptions for recruitment needs, whenever a position becomes vacant, position duties have changed, or supervisor position becomes vacant, etc.

- The agency has developed an automated system to assist supervisors with tracking PDFs in relationship with the PDPs, which is one way supervisors can ensure employees review their position descriptions annually.

- Other processes involve manual tracking of PDF updates and establishments when consulting with supervisors on hiring and retention needs.

Action Steps:

- Ongoing and open communication with current and new supervisors on the importance of establishing position competencies and qualifications specific to the position.

- Agency invited DOP to give a mini-workshop on the importance of and need to develop Job Analysis Records. Several supervisors were invited to the workshop.

- Continue to work with supervisors to establish Job Analysis Records as incumbents vacate positions.

- Set performance measure requiring safety competencies to be included in all classified employees' PDFs/PDPs by 1/2009. Track progress of activity during monthly SAF presentations.

Data as of **06/2007**
Source: **Agency Tracked**

Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

**Performance Measures**

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill Funded Vacancies

Average number of days to fill*: **75**

Number of vacancies filled: **138**

*Equals # of days from creation of the requisition to job offer acceptance

Time Period: **07/2006 thru 06/2007**

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = N/A   Percentage = N/A

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = N/A   Percentage = N/A

Hiring managers indicating "no":

Number = N/A   Percentage = N/A

Time Period: N/A

Analysis:

- The time to fill data is based on the number of days from the posting date of requisition to the acceptance date of position.

- Most requisitions were open an average of a period of two weeks. The delay to fill a position, which in most instances was filled by an external candidate, is attributed to the agency's background/polygraph exam process.

- A background exam can take an average of two to four weeks to complete prior to making a job offer.

- During this reporting period ,candidate quality was not measured since the agency was unable to access this option successfully within E-Recruiting.

Action Steps:

- WSP will develop a candidate quality survey and send it out to supervisors/managers for reporting in the next GMAP period.

- WSP will work with DOP staff regarding automated results captured by E-Recruiting "posting" date field versus current system report date. This will provide a more accurate account of the number of days it took to fill a vacancy.

- Increase proactive approach to filling vacancies to include working with managers/supervisors to complete necessary documents in advance, including but not limited to the PDF and the Job Analysis Record (JAR).

Data as of **06/2007**
Source: **Agency Tracked**

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

*Types of Appointments

New Hires 46%

Promotions 29%

Transfers 17%

Other 3%

Exempt 5%
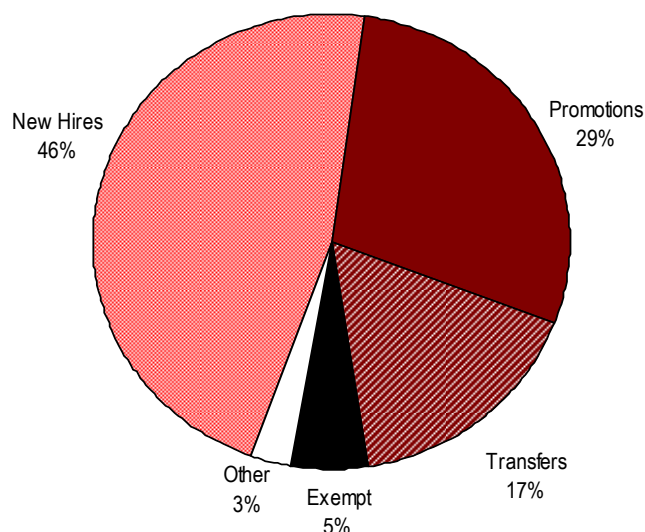
Total number of appointments = 150*
Time period = **July 2006 through June 2007**

Includes appointments to permanent vacant positions only; *excludes* reassignments.
"Other" = Demotions, re-employment, reversion & RIF appointments

*Separation During Review Period

Probationary separations - Voluntary	12
Probationary separations - Involuntary	0
Total Probationary Separations	12
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	1
Total Trial Service Separations	3
Total Separations During Review Period	**15**

Time period = **July 2006 through June 2007**

Analysis:

* Does not reflect data on Commissioned personnel.

- Current data reflects an increase of 13% in the number of new hires and an 8% increase in promotions from the last reporting period.

- The number of new hires represents those employees new to state government who have never been given a personnel unique number in the HRMS system. The system does not count an employee as a "new hire" if they already possess a personal unique ID number, even if the person is new to the agency.

- The number of voluntary probationary separations primarily represents employees who had been appointed to a position where the position was not a good match. In some instances, the agency has been successful placing individuals in other positions within the agency where the employee's skills and competencies could be more suitably utilized.

Action Steps:

- Continue to communicate and offer exit interviews, both informal and formal, to employees leaving the agency or moving within the agency.

- Continue to educate supervisors on areas where there are common themes. Determine why employees promote outside versus inside the agency, and determine if lack of qualifications is the issue.

Data range: **07/2006 thru 06/2007**
Source: **BW**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

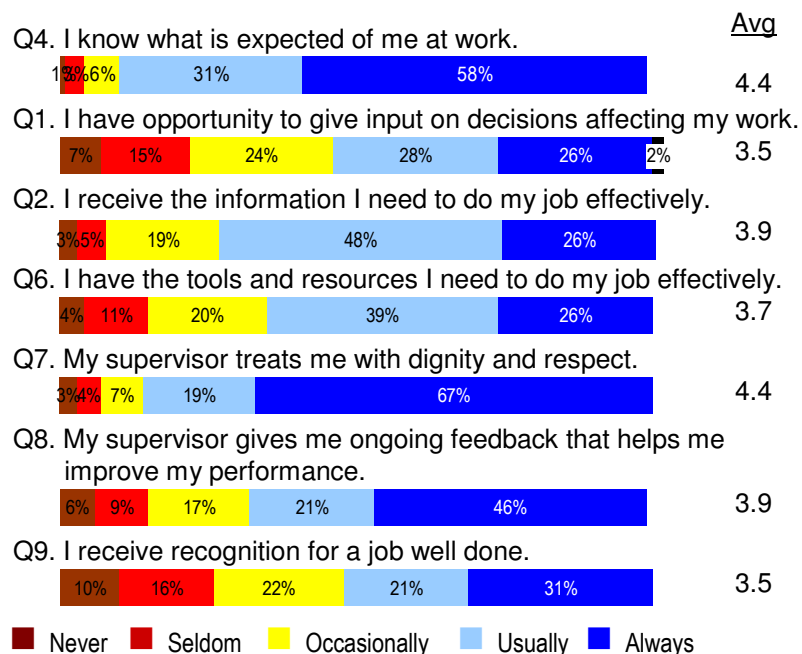Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Percent employees with current performance expectations = 61%*

*Based on **492** of **812** reported employee count required to have PDP – Part 1 completed during period reported.

Applies to employees in permanent positions, both WMS & GS; excludes GS-Exempt and Commissioned personnel

NOTE: The HR office does not initially receive this information from the supervisor. This data is recorded at the division level within the agency's employee evaluation tracking system. The agency assumes this portion of the PDP form is currently being completed and recorded appropriately by each division at the beginning of the evaluation period. At the conclusion of the evaluation period, this information is forwarded to WSP HR in the form of a completed evaluation.

Although the information reflected in this slide does not include data for commissioned personnel, they are provided with a performance appraisal on a semi-annual basis prior to the completion of the annual performance appraisal due February of each year.

Analysis:

- The information reflected is through June 2007.

- The agency continues to educate supervisors on the importance of completing future performance expectations (Part 1), concurrent with closing out the previous performance evaluation.

- This portion of the form is completed and maintained with supervisors until the end of the evaluation period. The data is currently tracked in the agency's evaluation tracking system and reflects information entered at the supervisor's location site.

Action Steps:

- Continue to relay the importance of completing position expectations (Part 1), to include communicating how these relate to the competencies identified in the position descriptions.

- Inform/train on importance of entering timely and accurate data in agency's evaluation tracking system.

- Continue to educate supervisors on PDP process to ensure expectations are established in advance of the evaluation period.

- Continue to emphasize the importance of entering this data in the agency's automated system to assist as a tracking tool.

- Track completion of annual PDPs during monthly SAF presentations.

Data range: **07/2006 thru 06/2007**
Source: **Agency Tracked**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

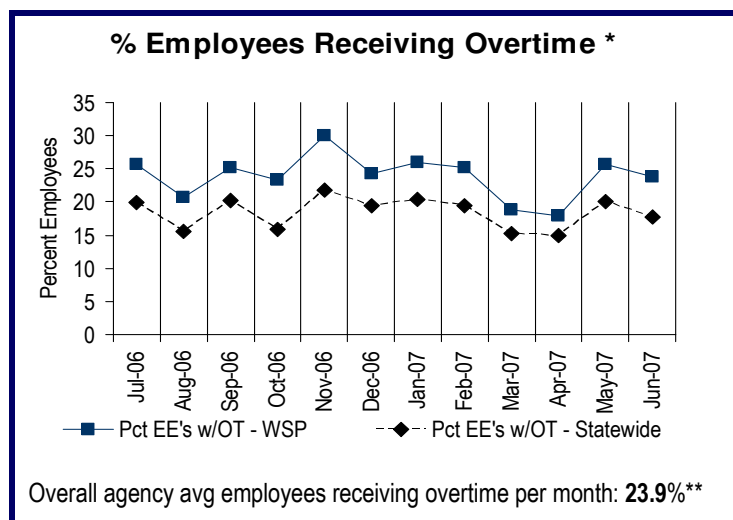Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

<u>Avg</u>

Q4. I know what is expected of me at work.

| 1% | 3% | 6% | 31% | 58% |

4.4

Q1. I have opportunity to give input on decisions affecting my work.

| 7% | 15% | 24% | 28% | 26% | 2% |

3.5

Q2. I receive the information I need to do my job effectively.

| 3% | 5% | 19% | 48% | 26% |

3.9

Q6. I have the tools and resources I need to do my job effectively.

| 4% | 11% | 20% | 39% | 26% |

3.7

Q7. My supervisor treats me with dignity and respect.

| 3% | 4% | 7% | 19% | 67% |

4.4

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 6% | 9% | 17% | 21% | 46% |

3.9

Q9. I receive recognition for a job well done.

| 10% | 16% | 22% | 21% | 31% |

3.5

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Productive Workplace Ratings: 3.9

Analysis:

- At the time when the DOP survey was conducted, March to April 2006, 1,095 WSP employees responded to the survey. The responses reflect both commissioned and civil service personnel from Eastern and Western Washington, as well as the Olympia area. The majority of responses received from non-supervisory personnel outweigh those received from supervisory staff.

- Overall data for agency is positive, scoring high in expectations and positive treatment by supervisor and giving ongoing feedback to the employee.

Action Steps:

- WSP will continue to stress the importance of communicating and implementing best practices and to give ongoing feedback to employees to ensure they know what is expected to effectively perform the functions of the position.

- A new survey was implemented by DOP on October 1, 2007. The deadline for participating in this automated survey is November 15, 2007, at which time DOP will compile responses.

Data as of **June 2007**
Source: **Agency driven data**

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

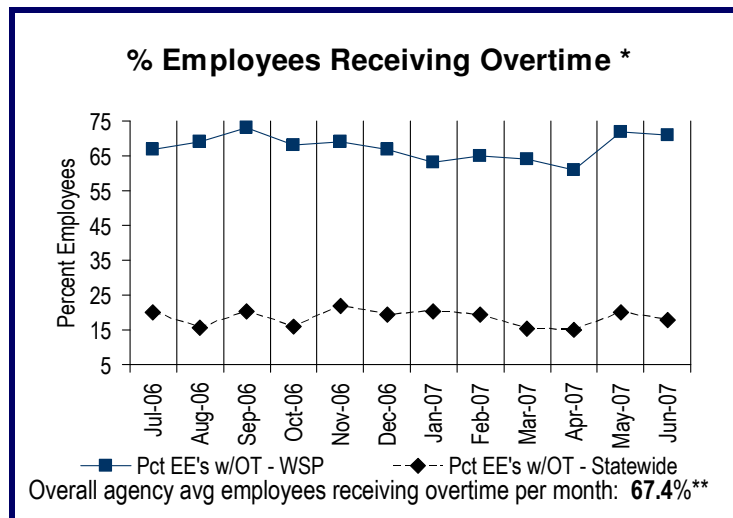Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Overtime Usage – General Service
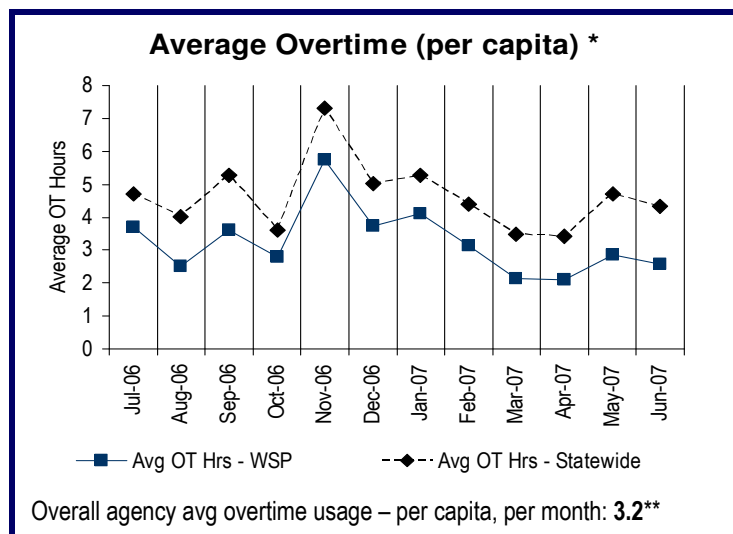
Average Overtime (per capita) *

Overall agency avg overtime usage – per capita, per month: **3.2****
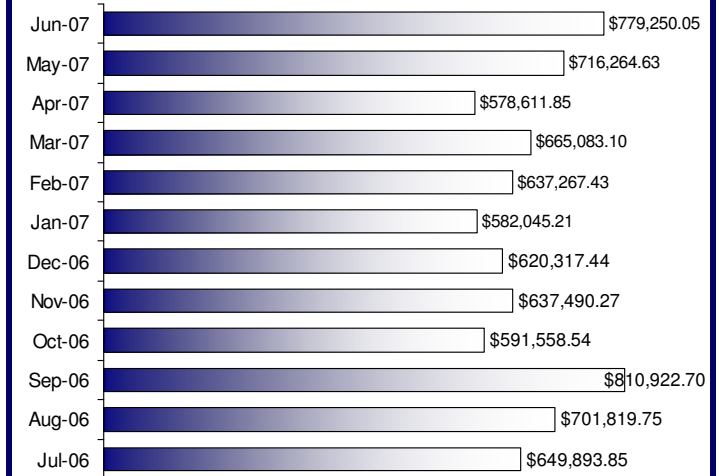
*Statewide overtime values do not include DNR
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months

% Employees Receiving Overtime *

Overall agency avg employees receiving overtime per month: **23.9%****

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

Overtime Cost - WSP

Month	Cost
Jun-07	$87,837
May-07	$89,493
Apr-07	$70,699
Mar-07	$74,022
Feb-07	$118,512
Jan-07	$129,899
Dec-06	$126,338
Nov-06	$187,578
Oct-06	$96,076
Sep-06	$124,818
Aug-06	$84,773
Jul-06	$127,363
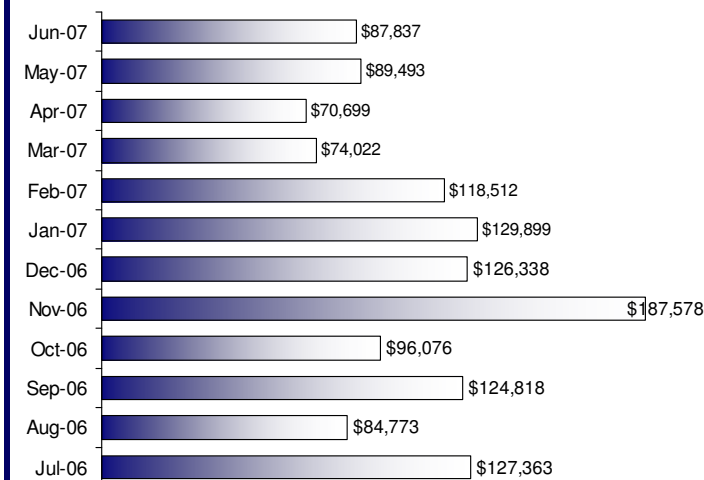
Analysis:

- Overtime for general service WSP staff follows the statewide trend over time.
- WSP overtime is not significantly higher than the statewide average.

Action Steps:

- Review and analyze overtime data broken down by division and bureau.
- Determine reasons for overtime such as vacancies, backlogs, fire season, etc.
- Report overtime data for executive level oversight during monthly SAF presentations.

Target:

- Verify overtime stays within budgeted levels.

Data range: **07/2006 thru 06/2007**
Source: **BW**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Overtime Usage – Commissioned and Trooper Cadet
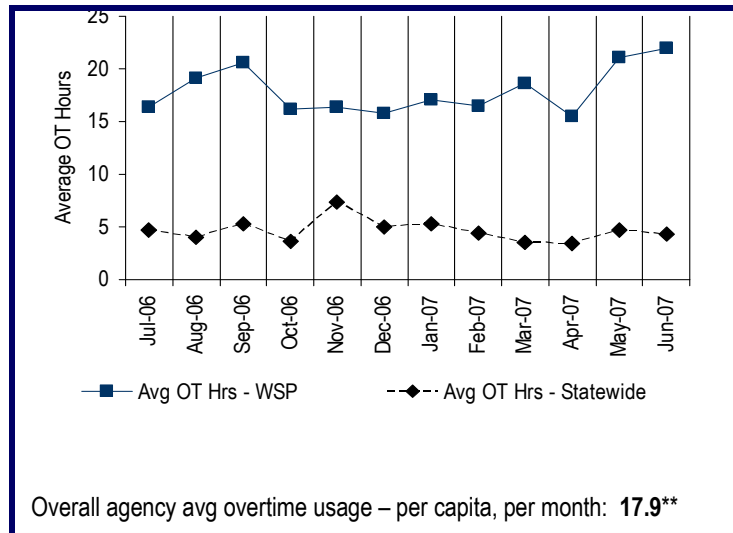
Overall agency avg overtime usage – per capita, per month: 17.9**

*Statewide overtime values do not include DNR
**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages divided by number of months

% Employees Receiving Overtime *

Pct EE's w/OT - WSP   Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: **67.4%****

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages divided by number of months

Overtime Cost - WSP

Month	Cost
Jun-07	$779,250.05
May-07	$716,264.63
Apr-07	$578,611.85
Mar-07	$665,083.10
Feb-07	$637,267.43
Jan-07	$582,045.21
Dec-06	$620,317.44
Nov-06	$637,490.27
Oct-06	$591,558.54
Sep-06	$810,922.70
Aug-06	$701,819.75
Jul-06	$649,893.85

Analysis:

- Billable overtime is viewed as a positive in the sense that it generates revenue and supports the agency's public safety mission.

- Higher in Summer months, particularly in the month of September due to billable contracts. There is a spike in certain months due to the click-it-or-ticket campaigns, DOT construction, etc.

- Trooper Cadet overtime contributes to the spike in months with holidays due to a requirement to work holidays. TCs are not eligible for holiday credits as are commissioned personnel, therefore, these individuals are compensated overtime pay. Overtime data for commissioned personnel include Trooper through Lieutenant levels; Captains are not eligible.

Action Steps:

- Review and analyze overtime data broken down by division and bureau.

- Report overtime data for executive level oversight.

- Continue recruitment and hiring process to accomplish public safety mission with new troopers versus overtime.

Date range: **07/2006 thru 06/2007**
Source: **Agency Tracked**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

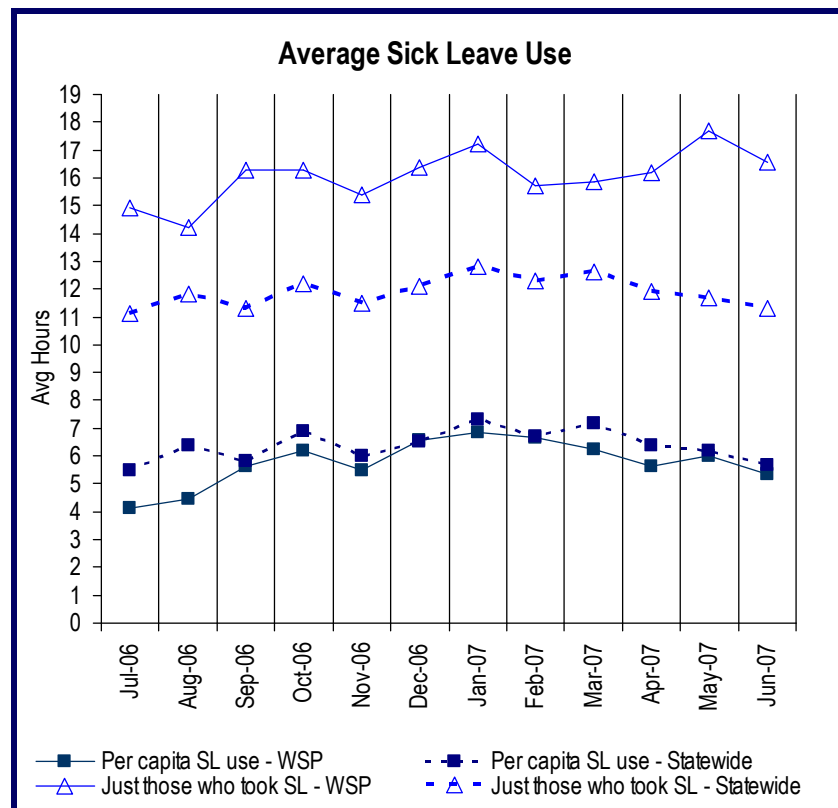Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage – General Service
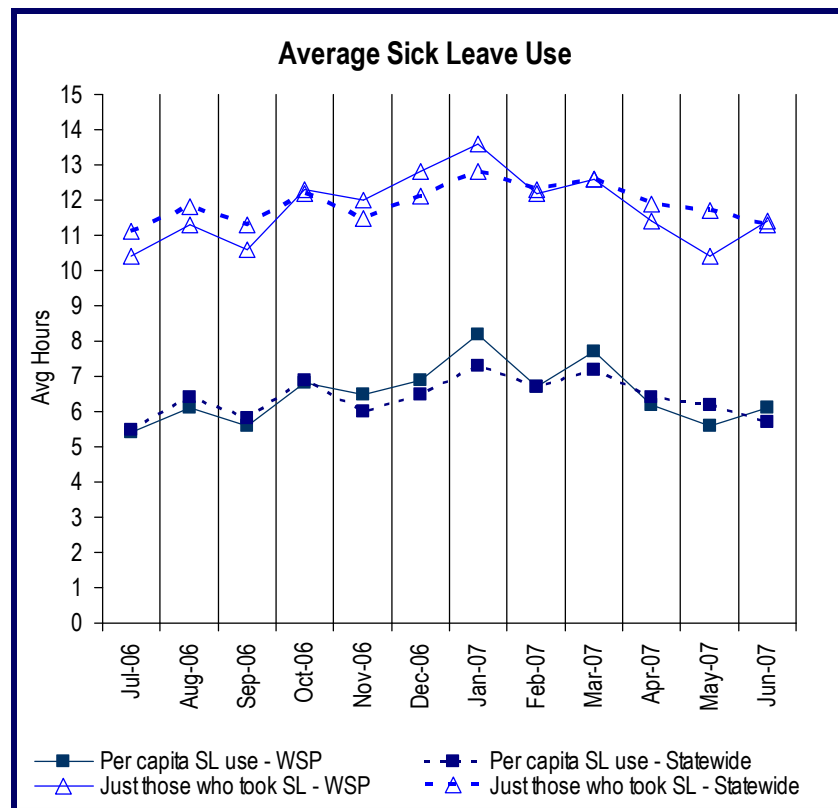
Analysis:

- WSP sick leave for the period was consistent with the statewide average.

Action Steps:

- Obtain sick leave data for classified personnel from internal systems. Report sick leave data by bureau/district and division.
- Communicate to commanders the importance of reviewing sick leave data for unusual patterns or excessive use.
- Direct commanders to regularly discuss the importance of safety, wellness, and job attendance during scheduled staff meetings.
- Engage the agency's Safety/Wellness coordinator in discussions regarding sick leave usage.

Target:

- Reduce non-scheduled sick leave by 2 percent agency-wide by increased awareness and accountabilities.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - WSP	% of SL Hrs Earned (per capita) - WSP	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6.5 Hrs	82.6%	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - WSP	% SL Hrs Earned (those who took SL) - WSP	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
11.7 Hrs	**146.8**%	11.9 Hrs	148.4%

Date range: **07/2006 thru 06/2007**
Source: **BW**

* Statewide data does not include DOL, DOR, L&I, and LCB

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

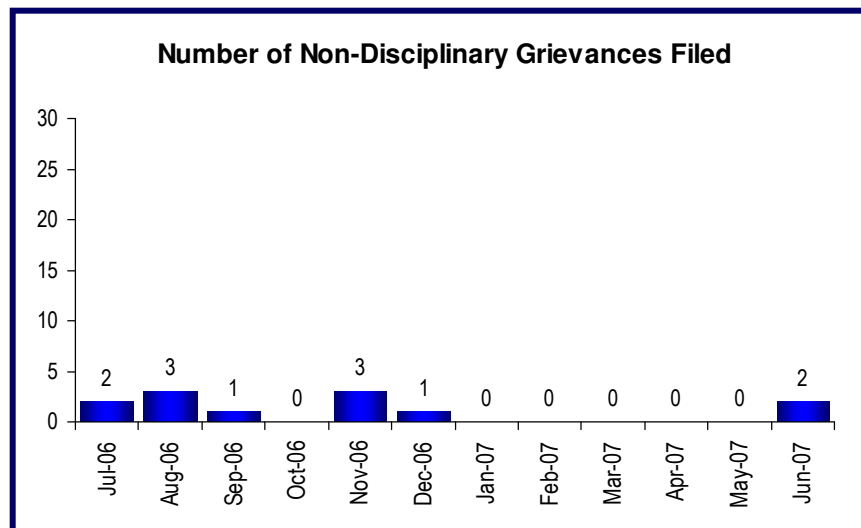Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

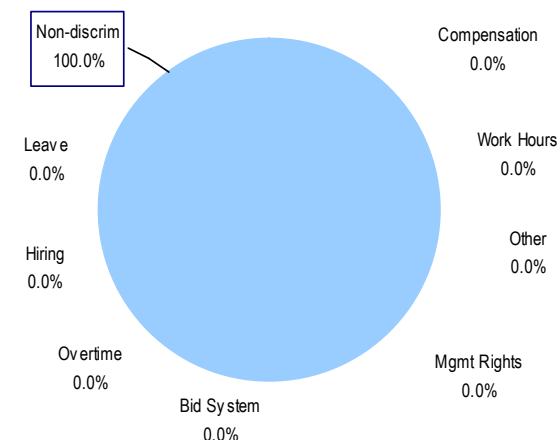Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage – Commissioned and Trooper Cadet

Average Sick Leave Use

Legend:
- Per capita SL use - WSP
- Per capita SL use - Statewide
- Just those who took SL - WSP
- Just those who took SL - Statewide

Analysis:

- Sick leave use in general mirrors the statewide average; however, commissioned personnel that used sick leave used more than what is reported for other state employees.

Action Steps:

- Obtain sick leave data for commissioned personnel from internal systems. Report sick leave data by bureau/district and division.
- Communicate to commanders the importance of reviewing sick leave data for unusual patterns or excessive use.
- Direct commanders to regularly discuss the importance of safety, wellness, and job attendance during scheduled staff meetings.
- Engage the agency's wellness coordinator in discussions regarding sick leave usage.

Target:

- Reduce non-scheduled sick leave by 2 percent agency-wide by increased awareness and accountabilities.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - WSP	% of SL Hrs Earned (per capita) - WSP	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
5.8 Hrs	72%	6.4 Hrs	82.5%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - WSP	% SL Hrs Earned (those who took SL) - WSP	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
16.05 Hrs	201%	11.9 Hrs	148.4%

Sick Leave time period: **07/2006 through 06/2007**
Source: **Agency Tracked**

* Statewide data does not include DOL, DOR, L&I, and LCB

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 12

Type of Non-Disciplinary Grievances

Non-Disciplinary Grievance Disposition*

(Outcomes determined during **July 2006 through June 2007**)

- 6 were settled, denied or withdrawn at lowest level
- 3 settled at the agency head level
- 1 settled at pre-arbitration
- 2 have been filed to Step 4

Analysis:

- A Washington Public Employees Association member grieved the fact that an investigation was done due to their conduct in the office.
- A Washington Public Employees Association member and shop steward alleged retaliation for union activity.
- Management right grievances were most often denied or withdrawn at lowest level after further explanation and discussion with employee.
- Others were most often related to internal investigation timelines.

Action Steps:

- See grievance through Pre-Arbitration.
- Continue dialogue between management and employees.
- Ensure Managers and Supervisors complete new Leadership in Police Organizations training course.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of **June 2007**
Source: **Agency Tracked**

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (non-represented employees)

Filings for DOP Director's Review

Time Period = **7/2006 thru 06/2007**

0 Job classification

0 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = **7/2006 thru 06/2007**

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.
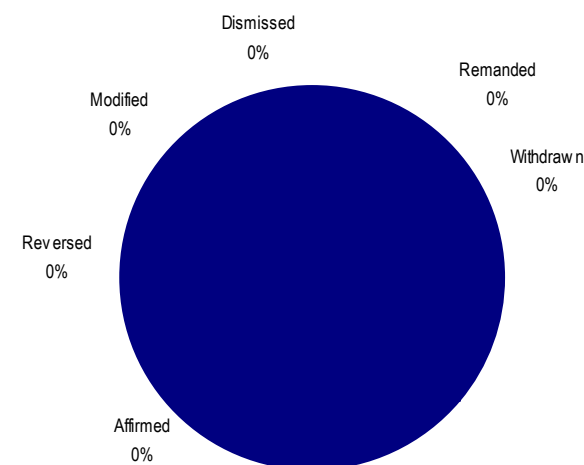
Director's Review Outcomes

Total outcomes = **N/A**
Time Period =**7/2006 thru 06/2007**

Personnel Resources Board Outcomes
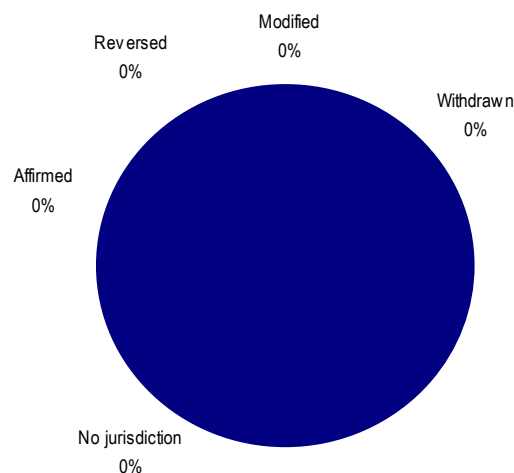
Total outcomes = **N/A**
Time Period = **7/2006 thru 06/2007**

Source: Dept of Personnel/Agency Tracked

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, gives capacity to perform, & fosters productive relations.

Employee time and talent is used effectively.

Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Analysis:

- The Chief supports the program's mission and has sent a message to all District/Division/Section Commanders asking them to attend Safety Team meetings and allow time for other staff to attend as well. Supervisors were asked to include safety competencies on position descriptions and in evaluations to be completed by 1/2009. Bureaus will report safety issues during each quarterly Strategic Advancement Forum (SAF). A new safety rating has been added to job performance appraisals for Troopers, Sergeants and Lieutenants.

- Safety Team Bylaws have been developed to define chair/co-chair/membership duties; to describe meeting procedures; and to define roles and responsibilities of the team as a whole.

Action Steps:

- Develop and provide training to current and new employees regarding workplace safety expectations.

- Incorporate safety competencies in all agency PDF's, PDP's, and JPA's by 1/2009.

- Develop safety policy within agency's Regulation Manual.

- Incorporate wellness into safety program and among safety teams.

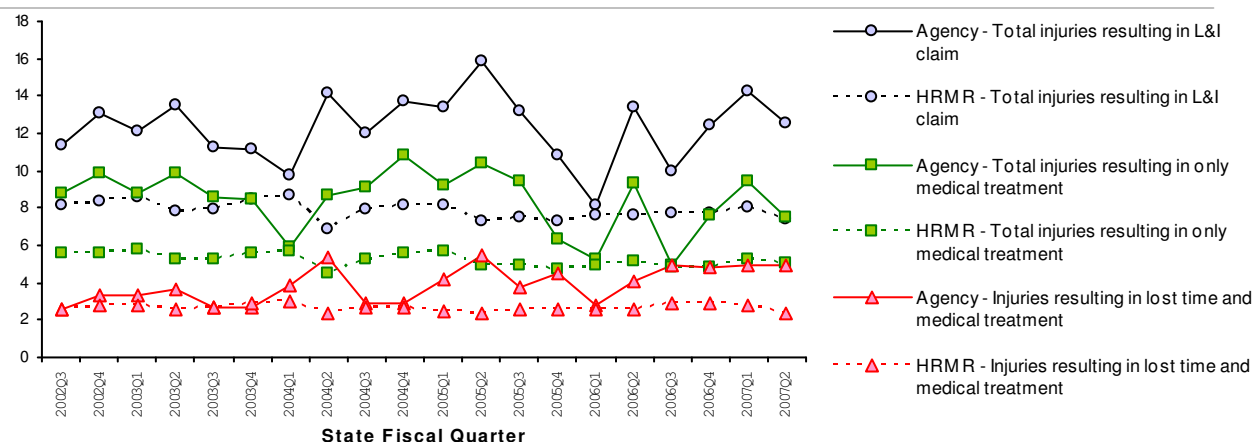- Complete comprehensive safety manual for all employees.

Allowed *Annual Claims Rate*^*:
Agency vs. All HR Management Report (HRMR) agencies

*Annual claims rate is # claims / 100 FTE

1 FTE = 2000 hours

^Due to natural lag in claim filing, rates are expected to increase significantly over time

Legend:
- Agency - Total injuries resulting in L&I claim
- HRMR - Total injuries resulting in L&I claim
- Agency - Total injuries resulting in only medical treatment
- HRMR - Total injuries resulting in only medical treatment
- Agency - Injuries resulting in lost time and medical treatment
- HRMR - Injuries resulting in lost time and medical treatment

State Fiscal Quarter

Injuries by *Occupational Injury and Illness Classification* (OIICS) event:
For fiscal period 2002Q3 through 2007Q2

(categories under 3% or not adequately coded are grouped into 'misc.')
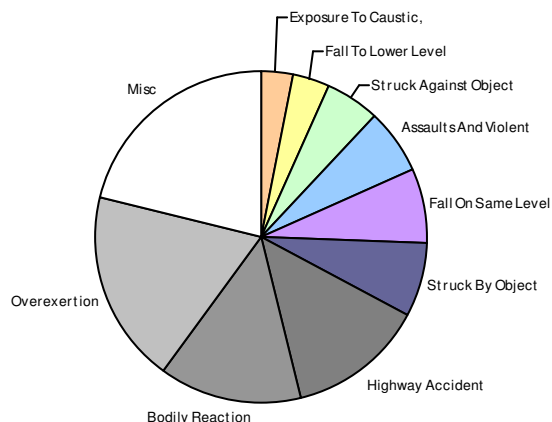
Oiics Code	Oiics Description	Percent	Number
61	Assaults And Violent	6%	82
21	Bodily Reaction	14%	179
34	Exposure To Caustic,	3%	39
13	Fall On Same Level	7%	91
11	Fall To Lower Level	3%	44
41	Highway Accident	13%	167
-	Misc	21%	270
22	Overexertion	19%	237
01	Struck Against Object	5%	68
02	Struck By Object	7%	94

Source: Labor & Industries, Research and Data Services (**data as of 09/03/2007**)

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Develop Workforce

Individual Development Plans

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions
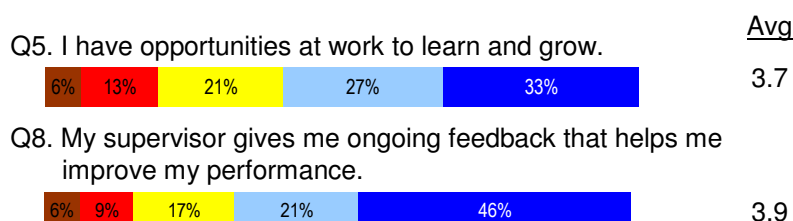
Competency gap analysis (TBD)

Percent employees with current individual development plans = 61%*

*Based on **492** of **812 r**eported employee count required to have PDP – Part 2 completed during period reported.

Applies to employees in permanent positions, both WMS & GS; excludes GS-Exempt.

Employee Survey "Learning & Development" Ratings

Q5. I have opportunities at work to learn and grow.

6%	13%	21%	27%	33%

Avg
3.7

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

6%	9%	17%	21%	46%

3.9

Overall average score for Learning & Development Ratings: 3.8

Analysis:

- This number represents individual development plans established under Part 2 of the employee's PDP, from data pulled as of June 2007.

- The agency continues to educate supervisors on the importance of completing future development plans (Part 2) on the PDP, concurrent with closing out the previous performance evaluation.

Action Steps:

- The agency will continue to relay the importance of identifying individual development plans (Part 2), to not only communicate how these relate to the competencies identified in the position descriptions, but to also identify any training and development needs.

- Continue to emphasize the importance of entering this data in to the agency's automated system to assist as a tracking tool.

- A new survey was implemented by DOP on October 1, 2007. The deadline for participating in this automated survey is November 15, 2007, at which time DOP will compile responses.

Data range: **07/2006 thru 06/2007**
Source: **Agency driven data**

Reinforce Performance

Current Performance Evaluations

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

General Service

Percent employees with current performance evaluations = 99%*

*Based on **804** of **812** reported employee count required to have PDP – Part 4/5 completed during period reported.

Applies to employees in permanent positions, both WMS & GS; excludes GS-Exempt.

Commissioned

Percent employees with completed performance appraisals as of June 30, 2007 = 87%*

*Based on **893** of **928** reported employee count with current semi-annual job appraisals.

Total # employees = **1028**

Analysis:

- The data represented under General Service reflects the number of completed performance evaluation (Parts 1 through 5) as of June 2007.

- For Commissioned, semi-annual job performance appraisals (JPAs) are completed on commissioned personnel (Troopers, Sergeants and Lieutenants) for the period Jan 1 thru June 30 and are maintained at the district/division level. At the conclusion of the reporting period, the semi-annual JPA is applied towards the annual JPA (covering an evaluation period of Jan through Dec) due to WSP's HRD by February 15 of every year.

- The agency continues to increase supervisor awareness on the importance of completing performance expectations timely.

Action Steps:

- Continue to notify supervisors when an upcoming performance evaluation is due for general service, WMS, and commissioned personnel by way of the agency's automated evaluation tracking system.

- Provide divisions and sections with hands-on functions for organizing and tracking annual PDPs. The system provides just-in-time data of upcoming and past due evaluations.

- Report monthly during division/bureau strategic advancement forums.

- Continue to ensure all evaluations are timely and meaningful.

Target:

- 100% completion rate for all evaluations.

Data range: **07/2006 thru 06/2007**
Source: **Agency Tracked**

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
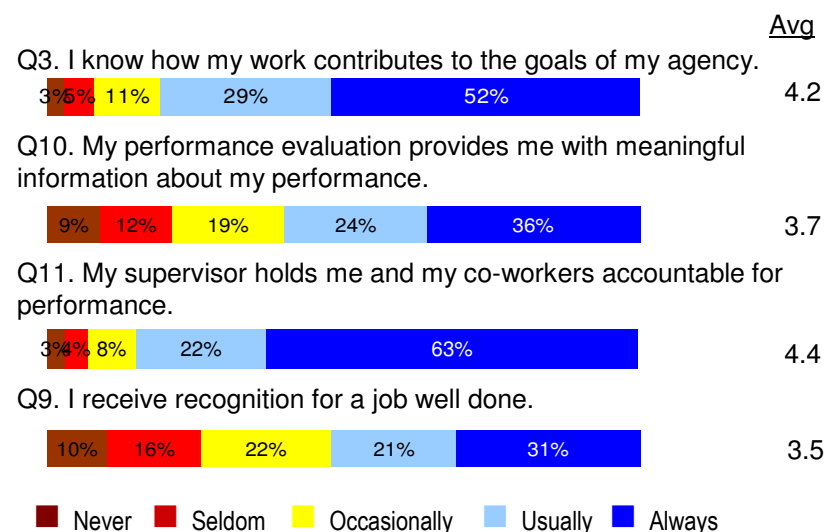
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 5% | 11% | 29% | 52% |

4.2

Q10. My performance evaluation provides me with meaningful information about my performance.

| 9% | 12% | 19% | 24% | 36% |

3.7

Q11. My supervisor holds me and my co-workers accountable for performance.

| 3% | 4% | 8% | 22% | 63% |

4.4

Q9. I receive recognition for a job well done.

| 10% | 16% | 22% | 21% | 31% |

3.5

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for "Performance & Accountability" ratings: 3.9

Analysis:

- The WSP continues to work with supervisors on the importance of completing timely performance evaluations annually.

Action Steps:

- Reinforce current accountabilities to ensure supervisors provide continued and timely performance feedback to employees.

- A new survey was implemented by DOP on October 1, 2007. The deadline for participating in this automated survey is November 15, 2007, at which time DOP will compile responses.

Data as of **06/2007**
Source: **Agency driven data**

Reinforce Performance

Formal Disciplinary Actions

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken
Time period = 07/2006 thru 06/2007

Dismissals	7
Demotions	1
Suspensions	35
Reduction in Pay	8
Total Disciplinary Actions	**51**

Issues Leading to Disciplinary Action

- Unacceptable conduct
- Neglect of Duty
- Unsatisfactory Performance
- Internet Access
- Proper Care and Handling of Equipment
- Insubordination
- Command Responsibility
- Code of Ethics - Officers

Analysis:

- Data reflects disciplinary actions taken on general service and commissioned personnel.
- Outcome of disciplinary actions sometimes results in employee settling prior to the completion of the investigation process.
- Of the number of dismissals reported, six resulted in resignation of employment in lieu of termination.

Action Steps:
- Agency continues to update the automated system for all disciplinary data reported for both general service and commissioned personnel.

Data range: **07/2006 thru 06/2007**
Source: **Agency Tracked**

Reinforce Performance

Disciplinary Grievances and Appeals

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
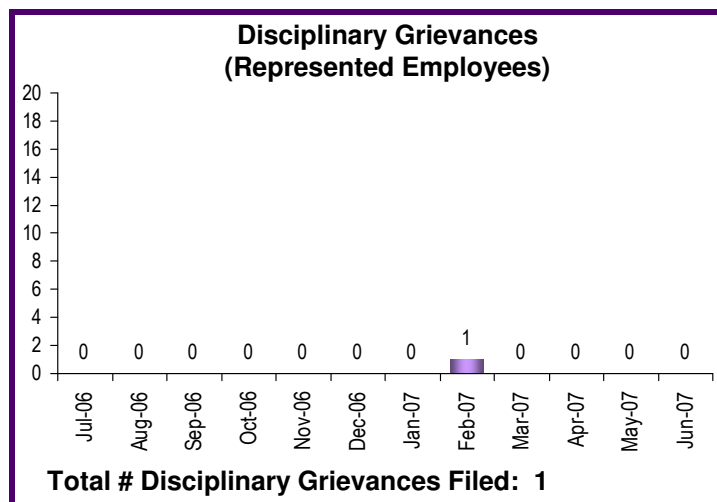
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Total # Disciplinary Grievances Filed: 1

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = **July 2006 through June 2007**

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 **Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = **July 2006 through June 2007**

- One grievance filed by a Washington Federation of State Employees member after an investigation into off-duty conduct resulted in a written reprimand. This grievance was denied by the agency at Steps 1-3 and is scheduled to be heard by the Office of Financial Management during the last week of October 2007.

Disposition (Outcomes) of Disciplinary Appeals*

Time period = **July 2006** through **June 2007**
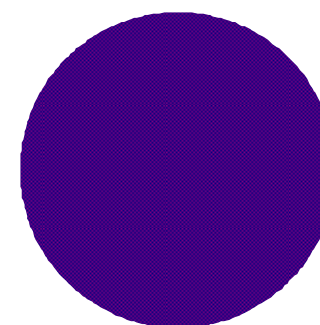
*Outcomes issued by Personnel Resources Board

Data as of **June 2007**
Source: **Agency Tracked**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

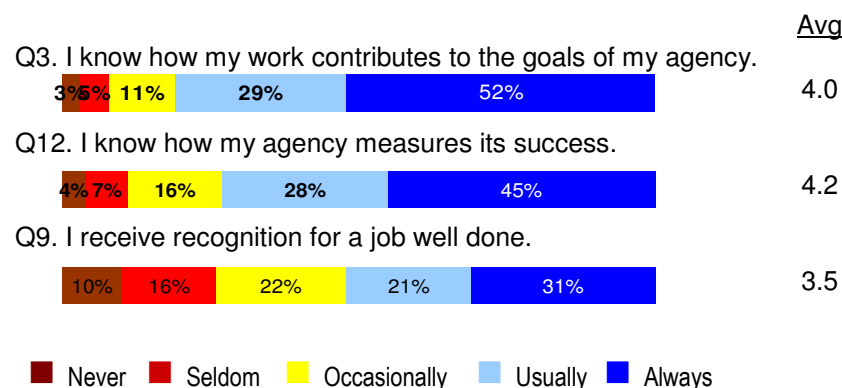**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 3% | 5% | 11% | 29% | 52% | 4.0 |

Q12. I know how my agency measures its success.

| 4% | 7% | 16% | 28% | 45% | 4.2 |

Q9. I receive recognition for a job well done.

| 10% | 16% | 22% | 21% | 31% | 3.5 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always

Overall average score for Employee Commitment ratings: 3.9

Analysis:

- At the time the DOP survey was conducted, March to April 2006, 1,095 WSP employees responded to the survey. The responses reflect both commissioned and civil service personnel from Eastern and Western Washington, as well as the Olympia area. The majority of responses were received from non-supervisory personnel.

- Continued communication with agency staff on contribution toward the success and their achievement of goals and accomplishments is key.

Action Steps:

- Continue to provide feedback and positive recognition to staff.

- Utilize current and alternative means of communication to increase awareness of agency measures and goals.

- A new survey was implemented by DOP on October 1, 2007. The deadline for participating in this automated survey is November 15, 2007, at which time DOP will compile responses.

Data as of **06/2007**
Source: **Agency driven data**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

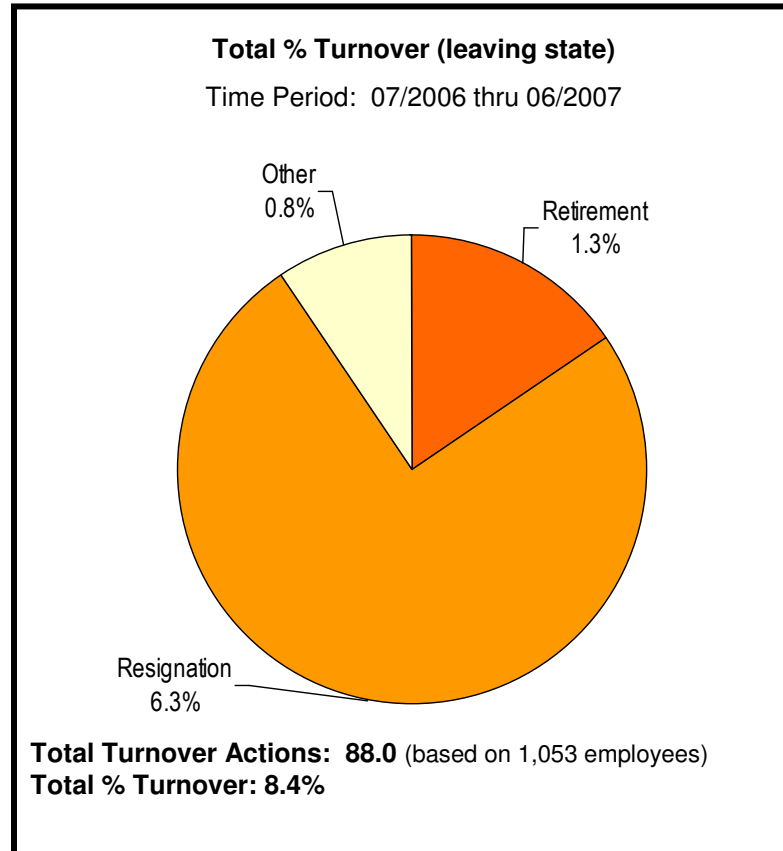Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates – General Service

Total % Turnover (leaving state)

Time Period: 07/2006 thru 06/2007

Other
0.8%

Retirement
1.3%

Resignation
6.3%

Total Turnover Actions: 88.0 (based on 1,053 employees)
Total % Turnover: 8.4%

Note: Movement to another agency is currently not available in HRMS/BW

Analysis:

- Staff turnover increased this reporting period.

- The total number of turnover actions (88) represents 63 resignations, 13 retirements and 8 "other" during the reporting period July 2006 through June 2007.

Action Steps:

- Take a closer look at causes under the category of "resignation" and "other" to determine if there is a common theme.

- Continue to offer and conduct exit interviews to staff leaving due to retirements and resignations, to analyze and determine what strategies and solutions, if any, the agency can address.

Data range: **07/2006 thru 06/2007**
Source: **BW**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

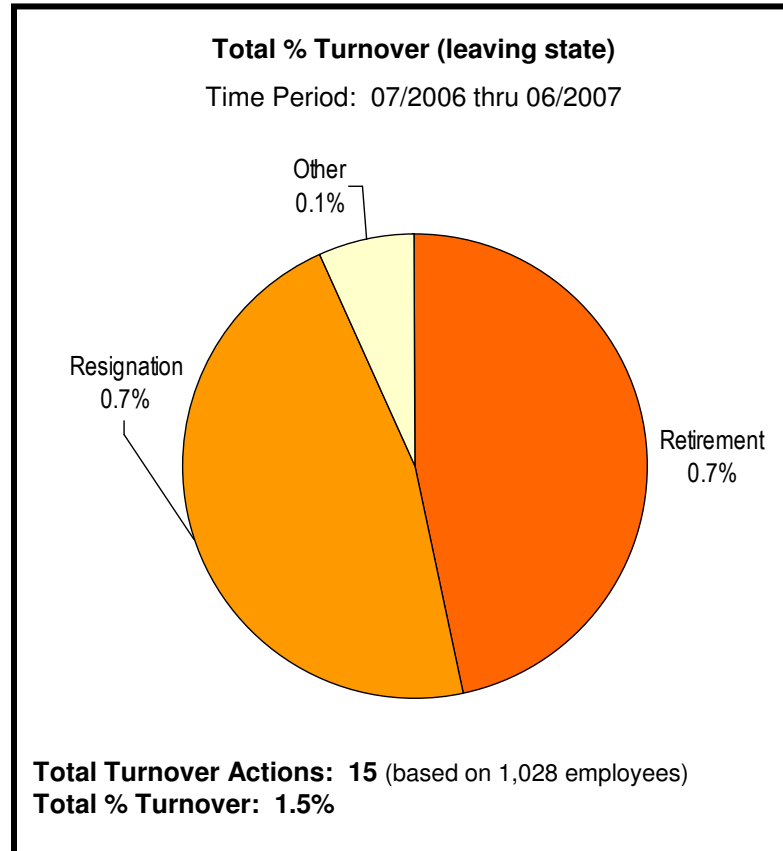Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates - Commissioned

Total % Turnover (leaving state)

Time Period: 07/2006 thru 06/2007

Other 0.1%

Resignation 0.7%

Retirement 0.7%

Total Turnover Actions: 15 (based on 1,028 employees)
Total % Turnover: 1.5%

Note: Movement to another agency is currently not available in HRMS/BW

Analysis:

- The information reflected in this slide shows movement within the commissioned workforce, from Trooper up to the Captain level.

- Commissioned turnover typically occurs within levels in the agency by way of transfer or promotion.

- 14% of commissioned work force is eligible to retire over the next five years.

Action Steps:

- Continue to monitor the vacancy rate in the Field Operations Bureau which fluctuates between 50 and 100 vacancies for the position of Trooper, depending on how far off the agency is from its most recent class of graduating Troopers.

- Hire 52 new Trooper Cadets every nine months for Arming training.

- Run Arming classes and Trooper Basic classes every nine months to meet agency hiring needs for Troopers.

Data range: **07/2006 thru 06/2007**
Source: **BW**

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile – General Service

	WSP	State
Female	53%	53%
Disabled	3%	5%
Vietnam Vet	6%	7%
Disabled Vet	1%	2%
People of color	13%	18%
Persons over 40	68%	75%

Diversity Profile by Ethnicity - WSP

Diversity Profile by Ethnicity - Statewide

Percent Age Distribution
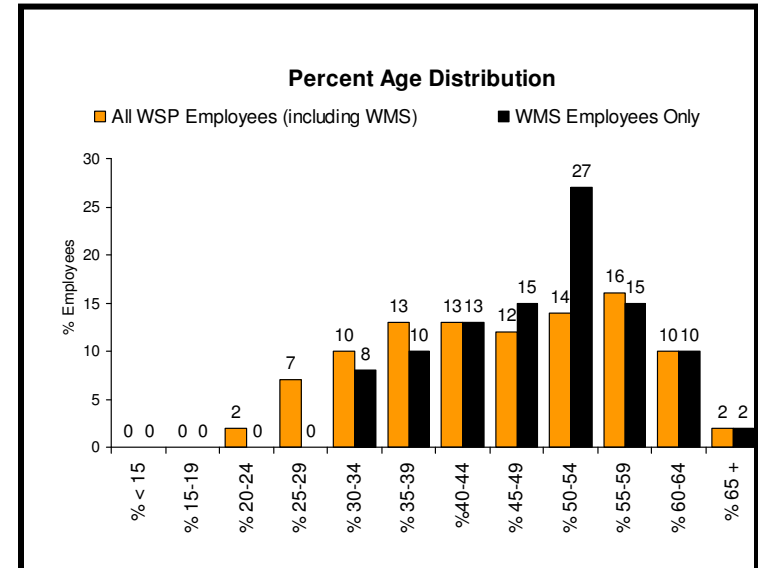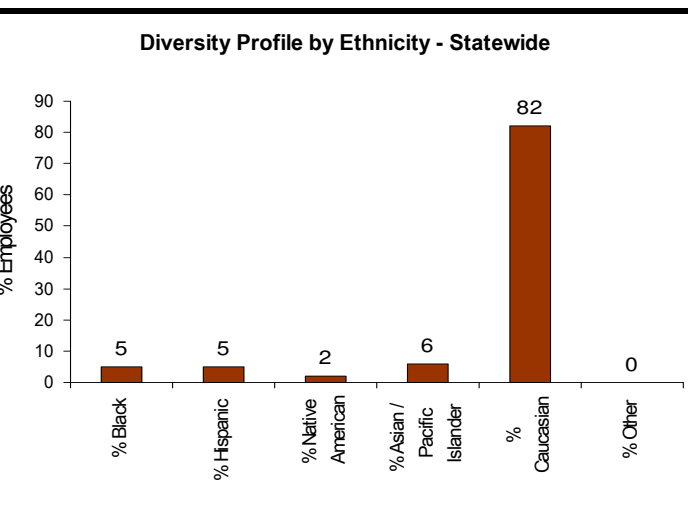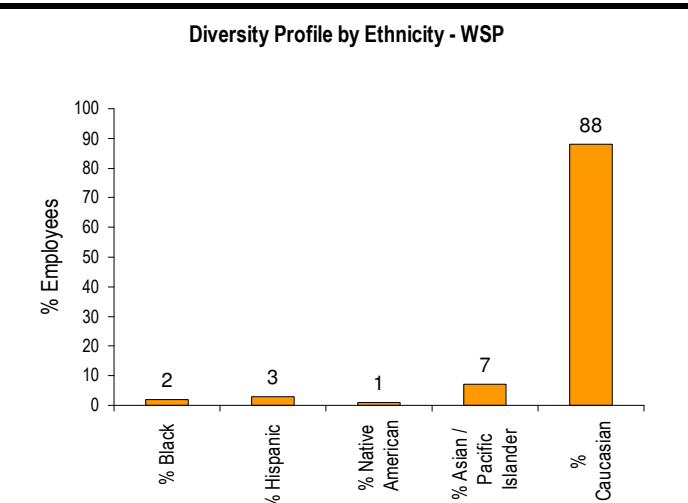
Analysis:

- In comparison to other state agency workforce statistics, underutilization in the WSP workforce is present in the categories of Black, Hispanic, Native American, Disabled and Disabled Vietnam.

- WSP currently employs a higher number of employees between the ages of 40 to 60. With this in mind, the WSP could experience a higher attrition rate with a need to fill a number of vacancies all at once. The agency will need to strategize and plan to reach a qualified and diverse applicant pool to mitigate this issue.

Action Steps:

- Continue efforts to obtain qualified candidates for underutilized categories by working in concert with DOP's workforce diversity manager and through identified recruitment services.

- Develop stronger working relationships with the affected group community leaders and representatives by interacting at job fairs, community forums and events, meetings, etc.

- Continue to develop other marketing strategies to attract a more diverse pool of candidates where underutilization is present.

Data as of **June 2007**
Source: **BW**

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

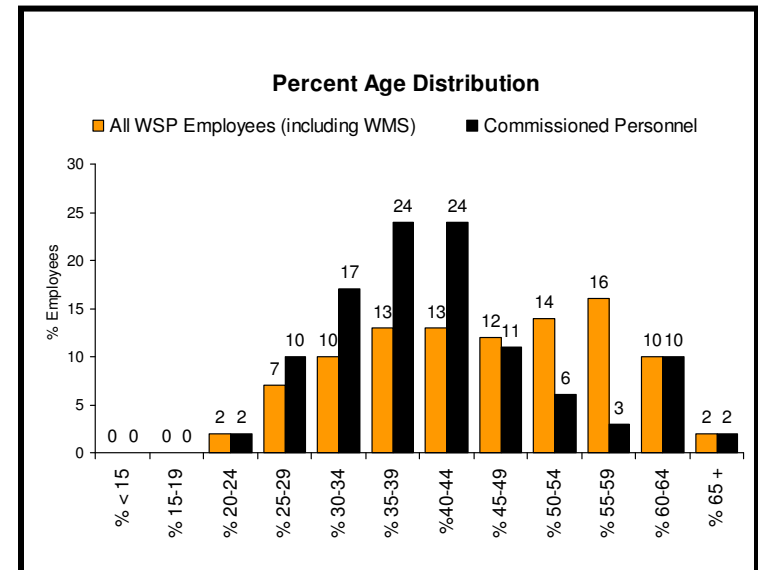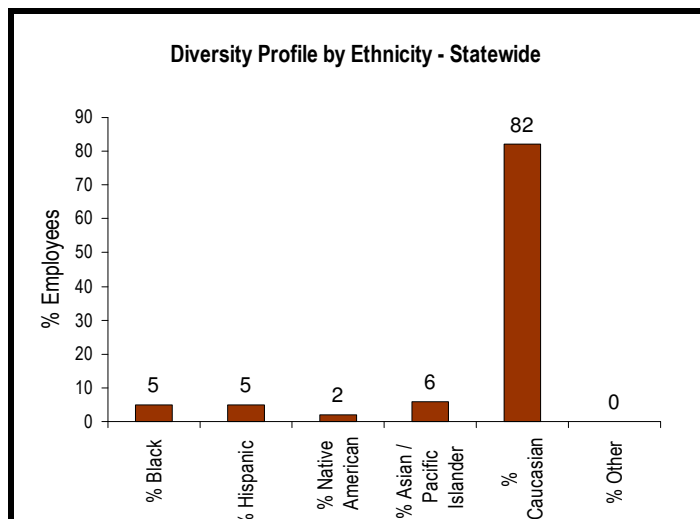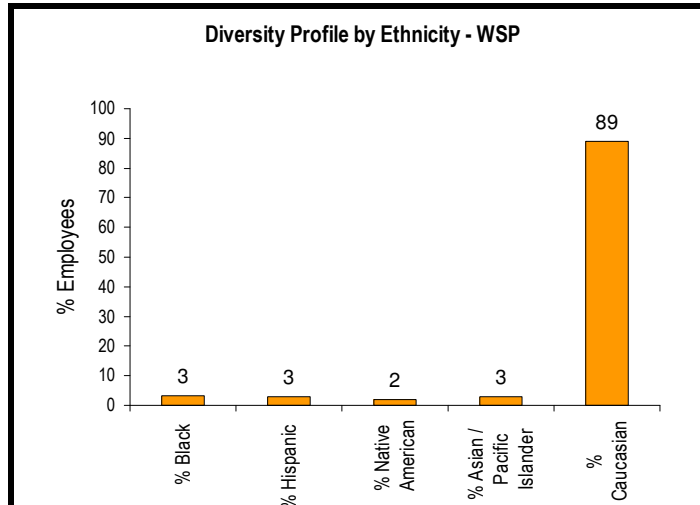Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Workforce Diversity Profile - Commissioned

	WSP	State
Female	8%	53%
Disabled	1%	5%
Vietnam Vet	1%	7%
Disabled Vet	0%	2%
People of color	11%	18%
Persons over 40	43%	75%

Diversity Profile by Ethnicity - WSP

% Employees

% Black	% Hispanic	% Native American	% Asian / Pacific Islander	% Caucasian
3	3	2	3	89

Diversity Profile by Ethnicity - Statewide

% Employees

% Black	% Hispanic	% Native American	% Asian / Pacific Islander	% Caucasian	% Other
5	5	2	6	82	0

Percent Age Distribution

■ All WSP Employees (including WMS)   ■ Commissioned Personnel

% Employees

Age	All WSP Employees	Commissioned Personnel
% < 15	0	0
% 15-19	0	0
% 20-24	2	2
% 25-29	7	10
% 30-34	10	17
% 35-39	13	24
% 40-44	13	24
% 45-49	12	11
% 50-54	14	6
% 55-59	16	3
% 60-64	10	10
% 65 +	2	2

Analysis:

- In comparison to other state agency workforce stats, underutilization in the WSP commission workforce is present in the categories of Black, Hispanic, Asian/ Pacific Islander, Disabled, Vietnam Veteran, and Disabled Veteran.

- The agency will need to pre-plan and increase any current strategies to reach a desired qualified and diverse applicant pool identifying positions with higher critical needs imposed.

Action Steps:

- Request funds for marketing to attract trooper cadet candidates.

- Develop stronger working relationships with the affected group community leaders and representatives by interacting at job fairs, community forums and events, and military bases.

- Continue to develop other marketing strategies to attract a more diverse pool of candidates where underutilization is present.

Data as of **June 2007**
Source: **BW/Agency Tracked**